



# **FCG Development Consulting**

Annual Review 2021

# We create lasting local economic and social impact

**FINNISH CONSULTING GROUP (FCG)** develops organizational, social, public sector, civil society and private sector structures around the world. We combine extensive experience from global and local contexts to support governments and international organizations in developing and delivering projects that:

- Advance sustainable and environmental development
- Contribute to economic and social growth and well-being
- Strengthen markets and promote inclusive business
- Drive good governance and institutional capacity building
- Promote social inclusion and gender equality
- Respond to climate change

## Our services cover the entire project cycle

**FROM IDENTIFICATION**, preparation, appraisals, reviews and evaluations to long-term implementation projects.

## We work closely with our customers

**COMBINING FCG EXPERTISE** with a global expert network of more than 20,000 experts and local presence. We emphasize close cooperation with local stakeholders and advance local ownership.

## Key Figures for 2021

Turnover  
**EUR 27**  
million

Number of  
projects delivered  
**100+**

Project  
activities in  
**70**  
countries

# Improving living conditions all over the world

**FCG DEVELOPMENT CONSULTING** works with projects aiming to improve living conditions all over the world. Our multinational team is part of the FCG Group's Sustainable Development business area.

**THE MAIN OBJECTIVES** of our work are alleviation of poverty, climate change mitigation and adaptation, promotion of equality and development of livelihoods, as well as responsible use of natural resources. Sustainability is a cross-cutting element of our business, especially when improving living conditions in developing countries.

**OUR LARGE FINANCIERS** include the Ministry for Foreign Affairs of Finland, the Swedish International Development Cooperation Agency (Sida), the Asian Development Bank, the European Union and the World Bank. We also work with UN organizations and responsible ministries of different administrative sectors in our target countries.

**THE EUROPEAN UNION** is one of our key customers. Our expertise in many sectors gives us a strong position to offer our specialized know-how within the EU framework contract setting.

**MONITORING AND EVALUATION** of development projects is another important expertise area for us. This service is growing in importance. M&E has a central role as it ensures effectiveness, transparency and accountability of the projects. Our M&E services span across all sectors and types of assignments.

**Presence in four continents allows us to work closely with our clients**



# Supporting governments and communities by delivering projects in the following sectors

## **Agriculture & Rural Development**

*Together with local communities*

Including agriculture, livestock, aquaculture, agribusiness, forestry and value chain development, as well as multi-sector rural development projects covering the whole agri-food system.

## **Natural Resources**

*Advancing sustainable use and protection of the environment*

Expertise includes policy analysis and advice, organizational development, human resources development and training.

## **Water & Sanitation**

*Ensuring sustainable and equitable water*

Providing multidisciplinary consulting services in water resources management, supply and sanitation, water and wastewater utility management and environmental management.

## **Climate Change, Energy & Environment**

*Enhancing disaster resilience and preparing for the projected changes in climate*

Offering a full range of environmental consulting and engineering services, holistic urban and rural development planning, and environmental impact assessments.

## **Gender, Rights & Inclusion**

*Central to all areas of our work*

For example, advancing women's economic empowerment, human rights training, or raising awareness of benefits of social inclusion.

## **Good Governance & Public Administration**

*Supporting public sector reforms*

Advancing policies and improving the delivery of public services – including decentralisation, taxation, capacity building and legal reforms.

## **Civil Society**

*Extensive track record of collaborative projects*

Strengthening civil society and building democracy in many continents – including the improvement of the visibility of civil society organisations and their access to information.

## **Education**

*Single entry point to excellence in education, skills and innovation*

Providing a wide range of tailored education, labour market and knowledge services – with an experience of more than 100 large education projects in over 50 countries.

## **Monitoring & Evaluation**

*Ensuring effective, transparent and accountable development*

Our evaluations are in accordance with the OECD/DAC evaluation criteria, and they focus on improved implementation.

## **Private Sector & Trade**

*Strengthening inclusive market systems*

Assisting SMEs and governments in transition to seize opportunities offered by the integrated world economy – access to foreign capital, new markets, value chain development and increased trade.

## **Transport & Infrastructure**

*Improved built environments*

Holistic urban planning, service infrastructure and modern transport policy allow public and private actors to provide reliable, valuable and cost-effective services.

# Our projects in 2021

**IN 2021** we sold 110 new projects and worked on a total of 162 projects in 70 different countries. Our business generated a turnover of EUR 27 million, which represents 38% of FCG Group's turnover. Despite the COVID-19 pandemic, the volume of our business remained on the level of 2020.

Our biggest new projects were under the sector of Good Governance and Public Administration. They include the Sida Framework Agreement for Global Capacity Development Programme on Sustainable Public Procurement, and two other framework projects for the Ministry for Foreign Affairs of Finland. Geographically our strategic focus remained in Africa, Asia and the Pacific.

As the COVID pandemic expanded, we were quick to introduce new ways of working. Together with our clients we found ways to proceed in our assignments despite restrictions. Many of these new practices will remain, helping us to improve productivity even under normal circumstances.

Conflicts in Myanmar, Afghanistan and Ethiopia also affected our business significantly. In 2022 we continue to implement our 2021–24 long-term strategy. We expect business to be affected by the war in Ukraine and COVID-19 in some of our target regions.

## Improving livestock health and value chains in Southeast Asia



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Greater Mekong Subregion Cross-border Livestock Health and Value Chains Improvement Project

**COUNTRY:** Cambodia, Lao PDR and Myanmar

**FINANCIER:** Asian Development Bank (ADB)

**DURATION:** 9/2020–11/2022



### Challenge to be met

**THE INCREASING** household incomes in the Greater Mekong Subregion (GMS) have affected dietary preferences, leading to a rapid growth in demand for livestock products. The escalating demand has consequently increased large-scale movement and trade of livestock. This poses several challenges related to animal health and increases demands for better infrastructure and capacity development to enable increased livestock trade in the GMS countries.

### Aim and impact of our assignment

**FCG PREPARED** a project design for Asian Development Bank to provide a loan worth USD 238 million to the GMS Region. The aim of the projects was to address challenges in the region through the development of tailored projects for each country, recognising their priority needs around livestock sector growth. The work included carrying out technical, environmental, social, economic and financial due diligence. In addition, the team designed interventions to develop capacity around the livestock sector and gender-responsive policy environment.

**ADB FUNDS** will support this by building relevant infrastructure, increasing capacity in the region, and enabling policies for better supply, health and safe livestock trade.

## Developing the forest sector in Mongolia



### KEY FACTS ABOUT OUR ASSIGNMENT:

**PROJECT TITLE:** TA-9899 MON: Forest Sector Development Project

**COUNTRY:** Mongolia

**FINANCIER:** Asian Development Bank (ADB) and the Government of Japan

**DURATION:** 8/2021–5/2023



### Challenge to be met

**MONGOLIA IS** a forested nation with boreal forests covering 14 million hectares of its land. Compared to tropical forests, boreal forests store twice as much carbon per hectare making them the Earth's largest terrestrial carbon sink, and a significant factor in mitigating climate change. However, on average, 140,000 hectares of boreal forests in Mongolia are degraded or lost annually. The country is trying to improve its forest management practices and turn the trend to realize the economic and the climate mitigation potentials of its forests.

### Aim and impact of our assignment

**THE AIM** of our project is to increase sustainability and productivity of the forest sector in Mongolia. FCG is responsible for the Technical Assistance (TA) implementation of the project together with the Mongolian Forest Research Association. Our role is to support the Ministry of Environment and Tourism, and to help them to strengthen the national forestry sector development and reform. The practical work of the TA team includes institutional and capacity assessments, legal review and financial assessment, based on which we will prepare a proposal for sector reform strategy, including implementation and financing plans. The Government of Mongolia has recently launched a campaign to plant '1 billion trees' inside and outside forests, to which the TA team contributes by providing guidance on effective sector organization.

## Enhancing sustainable water resource management in rural Kenya



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Technical Assistance for Equitable Access to Quality Water, Basic Sanitation and Enhanced Water Resources Management in Rural Kenya

**COUNTRY:** Kenya

**FINANCIER:** The Finnish Ministry of Foreign Affairs, Swedish International Development Cooperation Agency and Government of Kenya

**DURATION:** 1/2015–6/2021



### Challenge to be met

**THE COMBINED** effects of climate change, unsustainable exploitation of natural resources, and the brown production model have resulted in unprecedented changes to Kenya's ecosystems threatening the agricultural production, food security and the sustainable provision of fresh water sources.

### Aim and impact of our assignment

**DURING 2015–2021**, the FCG team supported the Water Sector Trust Fund (WSTF) and local governments and communities in rural Kenya in building capacity to manage the water supply, water resources and sanitation in a sustainable way. The FCG team also helped to develop a decentralized decision-making model for the underserved and poor areas with special focus on women and socially disadvantaged groups.

**THROUGH OUR** support, 130,000 people now have access to clean water, and 140,000 people have largely improved hygienic standards through sanitation. Also, 15 water resource plans have been developed in participatory processes. The WSTF and local governments in Kenya have been provided with modern, state of the art tools for monitoring. Water meters have been installed, and the outlook for sustainability of the investments is good.

# Assessing the success of combatting climate change in the Pacific Islands



## KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Final and midterm reviews of sustainability projects in the Pacific Region

**COUNTRY:** Pacific Region

**FINANCIER:** The Pacific Community (SPC), The Pacific Regional Environment Programme (SPREP)

**DURATION:** 5–12/2021



### Challenge to be met

**THERE IS** an increasing pressure to measure the results of development projects more effectively, and to report and assess the impact of the projects accurately. In the Pacific Island countries, the government agencies responsible for delivering projects often lack the needed capacity and resources to carry out such monitoring and evaluation.

### Aim and impact of our assignment

**IN 2021**, FCG carried out multiple project evaluations in the Pacific Region in partnership with SPC and SPREP. These evaluations were targeted to different kinds of projects, including assessing success of climate change mitigation and adaptation activities at both government and community level. Also, large coastal fishery and aquaculture programs were evaluated.

**FCG'S TEAM** is experienced in carrying out such evaluative studies in the Pacific Islands context, which come with many challenges due to the long distances, remoteness and limited resources. The FCG team worked together with government stakeholders and communities to objectively learn the experience from multiple perspectives and assess these against internationally recognised success criteria. The midterm and end-of-project evaluations produced valuable performance information for the project stakeholders.

# Supporting urban resilience in the vulnerable Pacific Island nation of Vanuatu



## KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Greater Port Vila Urban Resilience Project

**COUNTRY:** Vanuatu

**FINANCIER:** Asian Development Bank

**DURATION:** 2021–2025



### Challenge to be met

**VANUATU IS** an island country located in the South Pacific Ocean. According to the United Nation's risk index 2021, it is the most at-risk country for natural disasters in the world. Vanuatu is exposed to several disasters which is why increasing resilience is crucial to ensure sustainable future of the Ni-Vanuatu communities.

### Aim and impact of our assignment

**THE FCG** project aims to improve urban and disaster resilience in the capital of Vanuatu (Greater Port Vila) through capacity building, institutional strengthening, and constructing two multipurpose emergency shelters.

**OUR ROLE** is to support resilience building through increased management at multiple government agencies responsible for urban planning and infrastructure in GPV, and increasing the disaster resilience of communities through partnerships and community awareness campaigns. Our project team also ensures that the current and new assets are managed and maintained in a sustainable manner to sustain the project impact.

## Framework agreement for capacity development on sustainable public procurement



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Sida Framework Agreement for Global Capacity Development Programme on Sustainable Public Procurement

**COUNTRY:** Sida's partner countries in Africa and Latin America, tentatively also partner countries in Eastern Europe and Asia

**FINANCIER:** Swedish International Development Cooperation Agency (Sida)

**DURATION:** 4/2021–4/2025



### Challenge to be met

**PUBLIC PROCUREMENT** accounts for an average of 12% of GDP in OECD countries and up to 30% in developing countries. Considering the large sums involved, Sustainable Public Procurement (SPP) and other approaches aiming to improve public procurement procedures and foster strategic spending have a large potential development impact. By integrating social and environmental factors, as well as life-cycle considerations, into the traditional financial calculations, SPP is expected to increase the level of transparency, to fight corruption and to reduce negative impacts on society and environment.

### Aim and impact of our assignment

**WITH THE** overall objective that SPP will be used as a strategic tool for sustainable development and for the achievement of Agenda 2030, Sida has awarded a framework agreement to FCG. This will allow FCG to plan and implement a global capacity development programme to support increased deployment of sustainable public procurement practices. It will be done first in Sida's partner countries in Africa and Latin America and, after that tentatively also, in Eastern Europe and Asia. The programme will provide hands-on support and mentorship to reform processes that are linked to SPP. The design of the programme will also differ between the countries and partner organisations engaged in the programme.

## Supporting civil society development in Ukraine



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Civil Society in Ukraine, Lot 3, Phase 1

**COUNTRY:** Ukraine

**FINANCIER:** European Union

**DURATION:** 2/2020–4/2021



### Challenge to be met

**THE EUROPEAN** Union (EU) is the main supporter of Ukrainian Civil Society, the importance of which is growing in Ukraine. The sector is perceived as vibrant and impactful, due to the increasing number of Civil Society Organisations (CSO) and the positive public perception towards civil activity. However, the level of individual participation and civic activism remains rather low.

### Aim and impact of our assignment

**THE AIM** of this EU framework project was to assist the EU Delegation in Kiev in planning and delivering its support to CSOs in Ukraine. These organisations need further support in increasing their absorption capacities, and in developing capabilities in funding diversification, outreach outside larger cities, not-for-profit management, transparency and accountability as well as communication and constituencies building. FCG's project team prepared EU presentations, guidance and synthesis notes as well as a concept note for the EU's future support and presentation for Call for Proposals (for CSO grants). The team also promoted the Call for Proposals by developing and delivering digital sessions for Concept Note development for potential applicants. In addition, the team supported thematic sessions on different topics, and organised forums on societal and behaviour change. They also delivered an update of the EU Civil Society Roadmap and increased and implemented communications activities. The project was highly appreciated by the EU, and this paved the way for the award of a subsequent 3-year project to be launched in March 2022.



## Exploring the application of global teacher education trends in Asia



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Innovation in Education Sector Development in Asia and the Pacific - Teacher Quality Analysis

**COUNTRY:** Finland, Singapore, Uzbekistan, and Sri Lanka

**FINANCIER:** Asian Development Bank (ADB)

**DURATION:** 5/2021–2/2022



### Challenge to be met

**HIGHLY QUALIFIED** and motivated teachers are one of the key characteristics of a well-working education system, as teachers have a major impact on improving students’ learning outcome. Many developing countries face major challenges in recruiting the best candidates for a teaching career and developing them into high quality instructors.

### Aim and impact of our assignment

**FINLAND AND SINGAPORE** have been successful in promoting learning and producing excellent learning outcomes. Both countries have also invested a lot in education, albeit with different ideological approaches.

**FCG WAS** tasked by the Asian Development Bank (ADB) to study how to attract qualified and motivated people into teaching, and develop them into high quality instructors and facilitators. Organizing two regional training programmes was also part of the assignment. Likewise, FCG arranged a separate seminar for ADB staff highlighting key issues from the studies and online training, as well as suggested recommendations for further ADB support towards its developing member countries.

**THE PILOT** countries of the study were Finland, Singapore, Sri Lanka and Uzbekistan.

## Analysing the effectiveness of the accelerated growth programme for small companies in Zambia



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Mid-Term Review of the Accelerated Growth for Micro, Small and Medium-Sized Enterprises in Zambia (AGS) Programme

**COUNTRY:** Republic of Zambia

**FINANCIER:** Ministry for Foreign Affairs, Finland

**DURATION:** 10–12/2021



### Challenge to be met

**THE ACCELERATED** Growth for Micro, Small and Medium-Sized Enterprises in Zambia Programme is a private sector development initiative funded by Ministry for Foreign Affairs of Finland and implemented in partnership with the Zambian Ministry of Commerce, Trade and Industry. Evaluation of the programme was needed to understand the effectiveness of the programme that has been running since 2018.

### Aim and impact of our assignment

**THE MAIN** objective of the mid-term review was to analyse the effectiveness and potential impact of the programme and its implementation mechanism. The FCG review team also assessed the need for a no-cost extension of the programme.

**THE REVIEW** of the programme was structured in line with the OECD criteria, which are relevance, effectiveness, efficiency, sustainability and coherence. Programme management and cross-cutting issues were also added to these criteria. As part of the efficiency evaluation, the FCG team undertook a rapid value-for-money assessment. Sustainability was assessed along four dimensions: MSMEs, business development service providers, anchorage and trade links. The review was informative, and it was positively received by the client and stakeholders.

## Evaluating IFAD's country strategy and programme in Uzbekistan



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** IFAD Country strategy and programme evaluation in Uzbekistan

**COUNTRY:** Uzbekistan

**FINANCIER:** United Nation's International Fund for Agricultural Development (IFAD)

**DURATION:** 12/2020–12/2021



### Challenge to be met

**THE INDEPENDENT** Office of Evaluation of the International Fund for Agricultural Development of the United Nations (IFAD) undertook its first country strategy and programme evaluation in Uzbekistan during 2021, covering the period from 2011–2020. The purpose of the evaluation was to assess the results and performance of the partnership between IFAD and the Government of Uzbekistan.

### Aim and impact of our assignment

**FCG PROVIDED** a senior evaluator for the project. She worked with a team who evaluated IFAD's overall strategic programme, as well as three loan projects implemented during the ten-year period, working in the sectors of horticulture, dairy production and agricultural value chain development. The evaluation applied standard OECD evaluation criteria. In addition, the evaluation assessed IFAD's contributions to knowledge management, policy dialogue and partnership building, and grants that complement the investments.

**THE COUNTRY** evaluation generated findings and recommendations for future partnership between IFAD and Uzbekistan for enhanced development effectiveness and rural poverty eradication. The report will be used for future strategy development.

## Improving infrastructure in Liberia



### KEY FACTS ABOUT THE PROJECT

**PROJECT TITLE:** Liberian Swedish Feeder Road Project, Phase 3

**COUNTRY:** Liberia

**FINANCIER:** Swedish International Development Cooperation Agency (Sida)

**DURATION:** 12/2017–12/2021



### Challenge to be met

**BAD ROAD** conditions are a major constraint to economic growth and development in Liberia. The mileage of paved road is limited, and the unpaved road network has deteriorated over the years due to lack of sustained maintenance. Poor road conditions increase transportation fares, vehicle maintenance costs, and compromise food production, especially in rural Liberia.

### Aim and impact of our assignment

**THE OVERALL** aim of our projects has been to improve opportunities for poor people to enhance their living conditions and livelihoods by providing them with sustainable road access. This is achieved by improving road access, which lets small-scale farmers access markets for their agricultural products and facilitates all year-round social service delivery particularly in the health and education sectors. An important goal has also been to create income earning opportunities for young men and women in rural areas.

So far, the impacts of the project include the following:

- 271 km of feeder road has been rehabilitated, and 800 km of feeder road will be maintained
- Construction of 220 km of Footpath to Track (F2T)
- Construction of several bridges up to 36 meters long
- FCG has trained almost 200 people in different kinds of tasks and assisted in the decentralization of road management into three central county administrations.

## AFRICA AND THE MIDDLE EAST

Project title	Country	Duration	Client	Financier(s)
Potentialités d'opérationnalisation du Plan d'Investissement Extérieur de l'UE au Bénin	Bénin	12/2020–05/2021	EU Delegation to Benin	European Commission
Quality Assurance Review for the finalisation of the Public Finance Management Reform Roadmap	Botswana	04/2021–07/2021	EU Delegation to Botswana	European Commission
Annual Reviews of the Trademark East Africa Programme in Strategy 2	Burundi, Democratic Republic of Congo, Ethiopia, Kenya, Rwanda, South Sudan, Tanzania, Uganda	10/2018–12/2023	TradeMark East Africa	TradeMark East Africa
Assistance technique au Programme d'appui à la citoyenneté active (PROCIVIS) au Cameroun	Cameroon	02/2018–05/2021	Ministère de l'Economie, de la Planification et de l'Aménagement du territoire	Europeaid
Evaluation Finale–Contrat de Réforme Sectoriel–Programme d'Appui au Foncier Rural (PAFR)–DEC 37946	Côte d'Ivoire	04/2021–04/ 2022	EU Delegation to Côte d'Ivoire	European Commission
EU Lot 5 FWC SIEA 2018–Water Sector Policy Support Programme Second and Third Tranche Compliance Assessment	Egypt	12/2018–03/2022	Europeaid	Europeaid
Technical Assistance for the civil society fund III	Ethiopia	11/2018–10/2022	Europeaid	Europeaid
Advisory support to Ad Hoc Group on Institutional Development Ethiopia	Ethiopia	03/2020–05/2021	Embassy of Sweden in Addis Abeba	Swedish International Development Cooperation Agency (Sida)
Technical Support to the Development of a Ten-Year strategy for the ACSO's Transformation	Ethiopia	08/2021–11/2021	AFD–Agence Française de Développement	AFD–Agence Française de Développement
Land Governance in Ethiopia	Ethiopia	04/2021–12/2022	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH–GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH–GIZ
Review of Two Evaluation Reports ISS	Ethiopia	04/2021–05/2021	Embassy of Sweden in Addis Abeba	Swedish International Development Cooperation Agency (Sida)
Mid-term evaluation of Energising Development project	Ethiopia	03/2021–09/2021	EU Delegation to Ethiopia	European Commission
External evaluation of Iraq Foundation project regarding Improving Policy, Service Delivery, Gender Equality and Responsiveness to Iraqi Citizens; through Support to the Iraqi council of Representatives and Civil Society	Iraq	05/2021–11/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
TA with Implementing the Leadership and Initiatives by Non-state Actors 2	Ivory Coast,	05/2019–09/2022	Europeaid	Europeaid
Economic Reforms for Growth and Jobs programme	Jordan	04/2021–09/2021	EU Delegation to Jordan	European Commission
New Zealand–Africa Geothermal Facility–Facility Management Support	Eastern Africa Regional–Djibouti, Ethiopia, Kenya, Tanzania)	05/2019–09/2022	Ministry of Foreign Affairs and Trade (MFAT), New Zealand	Ministry of Foreign Affairs and Trade (MFAT), New Zealand

## AFRICA AND THE MIDDLE EAST

Project title	Country	Duration	Client	Financier(s)
PIF–Support to the Project Document Preparation of “Implementation of Technology and Tools towards Enhanced Water Safety, Security and Climate Change Resilience in Kenya”	Kenya	12/2020–2/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Secretariat to Water Services Maintenance Trust Fund	Kenya	04/2018–03/2022	Kitui County Water Services Maintenance Trust Fund	Oxford Reach Programme, Share Water–Germany, DoTerra, Base Titanium
Technical Advisory Services to Support Development and Implementation of the Hand in Hand Eastern Africa Programme ‘Enterprise Development for Rural Families in Kenya: Phase III’	Kenya	05/2019–10/2022	Hand in Hand Eastern Africa	Swedish International Development Cooperation Agency (Sida)
A Review of the RWI-CHR Bilateral Cooperation Programme	Kenya	01/2021–04/2021	Raoul Wallenberg Institute	Swedish International Development Cooperation Agency (Sida)
Fortescue-Kenya Water Study	Kenya	06/2021–10/2021	Fortescue Future Industries	Fortescue Future Industries
Consulting Services for Assistance in Project Implementation Water Sector Trust Fund Phase III and IV–Development of the Water and Sanitation Sector	Kenya	10/2021–09/2025	Water Sector Trust Fund	KfW Development Bank
Technical Assistance for Equitable Access to Quality Water, Basic Sanitation and Enhanced Water Resources Management in Rural Kenya	Kenya	01/2015–6/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland, Swedish International Development Cooperation Agency (Sida) and Government of Kenya
MTR of the Agriculture Sector Development Support Programme (ASDSP II)	Kenya	12/2020–04/2021	Embassy of Sweden in Nairobi	Swedish International Development Cooperation Agency (Sida)
Evaluation of KCB and Multiparty guarantees and an assessment on prospects of guarantee projects in Kenya	Kenya	03/2021–09/2021	Embassy of Sweden in Nairobi	Swedish International Development Cooperation Agency (Sida)
Liberian–Swedish Feeder Roads Project Phase 3	Liberia	12/2017–12/2021	Ministry of Public Works, Liberia	Swedish International Development Cooperation Agency (Sida)
Monitoring of PFM reforms in Liberia	Liberia	07/2019–12/2023	Embassy of Sweden in Monrovia	Swedish International Development Cooperation Agency (Sida)
Practicing peacebuilding principles: A study of Sweden’s engagement in fragile and conflict-affected states	The DRC, Liberia, Mali, Afghanistan, Somalia, South Sudan	07/2020–12/2021	Expert Group for Aid Studies	Expert Group for Aid Studies
Technical assistance to develop capacity for climate resilient road sector; Nacala Corridor Phase III, capacity building component	Mozambique	08/2018–02/2021	Administração Nacional de Estradas (ANE)	Nordic Development Fund
SPP Inception Period 1A	Mozambique, Tanzania, Zambia	05/2021–10/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Appui au renforcement de l’environnement des affaires au Niger à travers d’un dialogue public–privé efficace, inclusif et moderne et la facilitation de partenariats inter-entreprises entre le Niger et l’Europe	Niger	03/2021–03/2023	EU Delegation to Niger	European Commission
Solar Energy Works Contract in Borno State	Nigeria	07/2021–12/2021	EU Delegation to Nigeria	European Commission
Consulting Services for Technical Assistance to the Project Management Unit of the Palestinian Water Authority	Palestine	11/2020 –11/2025	Palestinian Water Authority	AFD–AGENCE FRANÇAISE DE DÉVELOPPEMENT

## AFRICA AND THE MIDDLE EAST

Project title	Country	Duration	Client	Financier(s)
Developing Capacity for Climate Resilient Road Transport Infrastructure	Rwanda	04/2019–04/2022	Rwanda Transport Development Agency	Nordic Development Fund
End-of-Programme evaluation of the Council for the Development of Social Science Research in Africa (CODESRIA)	Senegal	05/2021–12/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Technical Assistance for the Capacity building of Somali Civil Society Organisations	Somalia	01/2020–01/2023	Europeaid	Europeaid
Strengthening Financial Management and Consequence Management for the Municipal Finance Management Act	South Africa	10/2021–10/2022	EU Delegation to South Africa National Treasure	European Commission
Forestry and Value Chains Development Programme in Tanzania, FORVAC	Tanzania	07/2018–07/2022	Ministry of Natural Resources and Tourism (MNRT) / Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Performance Evaluation of Swedish Research Cooperation with Tanzania 2015 to 2022	Tanzania	08/2021–01/2022	Embassy of Sweden in Dar es Salaam	Swedish International Development Cooperation Agency (Sida)
End of Project Evaluation of building Coffee Farmers Alliances in Tanzania (CFAT 2013–2021)	Tanzania	07/2021–12/2021	Embassy of Sweden in Dar es Salaam	Swedish International Development Cooperation Agency (Sida)
Evaluation of Financial Sector Deepening Trust Strategy 2016–2020	Tanzania	04/2021–09/2021	Embassy of Sweden in Dar es Salaam	Swedish International Development Cooperation Agency (Sida)
Supporting value chains for shared prosperity–Agri-connect programme	Tanzania	12/2019–12/2023	Europeaid	Europeaid
Evaluation of Union of Tanzania Press Clubs strategic plan 2016–2020	Tanzania	12/2020–03/2021	Embassy of Sweden in Dar es Salaam	Swedish International Development Cooperation Agency (Sida)
Mid-Term Evaluation of Tanzania Human Rights Defenders' Strategic Plan (2018–2022)	Tanzania	12/2020–04/2021	Embassy of Sweden in Dar es Salaam	Swedish International Development Cooperation Agency (Sida)
Programme de Consolidation de l'Etat et du Monde Associatif (Pro-CEMA)	Togo	08/2017–08/2021	European commission	European Commission
Midterm Evaluation of the Trade Facilitation of West Africa Programme	West Africa	11/2021–04/2022	EU Delegation to Burkina Faso ECOWAS and WAEMU	European Commission
Detailed Design and Construction Supervision for Rehabilitation and Upgrading of Main Sewer Collectors, Sewage Pump Stations, Septic Sludge Receiving Station and Industrial Measurement Equipment in Lusaka	Zambia	11/2019–1/2024	Lusaka Water and Sewerage Company Limited	European Investment Bank
Mid-Term Review of the Accelerated Growth for SMEs in Zambia (AGS) Programme	Zambia	10/2021–12/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Impact Evaluation of Finland supported Environment and Natural Resources projects in Zambia	Zambia	10/2020–01/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Final Evaluation of 2gether 4 SRHR	Zambia	10/2021–02/2022	Embassy of Sweden in Lusaka	Swedish International Development Cooperation Agency (Sida)
Evaluaton of Enhanced Agricultural Productivity and Resilienceto Climate Change through Solar Powered Irrigation (REAP) implemented by Practical Action in Matebeleland South Zimbabwe	Zimbabwe	08/2021–11/2021	Embassy of Sweden in Harare	Swedish International Development Cooperation Agency (Sida)
Provision of Long-Term Expertise and Support Staff for the Intellectual Property Rights Action for Africa Lot 4: Expert on Geographical Indications–based in Harare (Zimbabwe)	Zimbabwe	01/2021–01/2024	EU IPO	European Commission

## ASIA

Project title	Country	Duration	Client	Financier(s)
Strengthening the Capacity of the Ministry of Finance of Azerbaijan in the area of Public Financial Management	Azerbaijan	11/2020–12/2021	EU Delegation to Azerbaijan	European Commission
Irrigation Management Operator for Muhuri Irrigation Project	Bangladesh	02/2016–06/2022	Bangladesh Water Development Board	Asian Development Bank (ADB)
AEMD Call-off–Facilitating the Identification of Entry Points for Swedish International Development Cooperation Agency (Sida) in the RMG -sector in Bangladesh	Bangladesh	06/2021–08/2021	Embassy of Sweden in Bangladesh	Swedish International Development Cooperation Agency (Sida)
Greater Mekong Subregion Cross-border Livestock Health and Value Chains Improvement Project (TA 9971-REG)	Cambodia, Lao PDR, Myanmar	09/2020–02/2022	Asian Development Bank (ADB)	Asian Development Bank (ADB)
Support to European Joint Programming and Joint Implementation in Cambodia	Cambodia	02/2019–02/2022	EU Delegation to Cambodia	European Commission
Addressing Disaster Risk Management and Climate Change Adaptation for Mass Transit Systems in Indonesian Cities	Indonesia	07/2020–07/2021	The The World Bank (WB)	The World Bank (WB)
Promoting Sustainable Community Based Natural Resources Management and Institutional Development (TF No:0A2104 and 0A2858)	Indonesia	08/2017–12/2021	Ministry of Environment and Forestry, Indonesia	The World Bank
Appraisal of Public Sector Investment Facility (PIF) Strengthening Flight Information Region and Development of Aviation Services in Eastern Indonesia	Indonesia	06/2020–05/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Af-fairs, Finland
Naryn Water Project-Corporate Development and Stakeholder Participation Programme	Kyrgyz Republic	12/2015–12/2021	Narynskoye Predpriyatiye Vodokanal	European Bank for Reconstruction and Development, EBRD
TVET System Development and Management Consultancy, Kyrgyzstan, GRANT 50024-002 KGZ	Kyrgyz Republic	10/2018–4/2023	Ministry of Education and Science of Kyrgyz Republic	Asian Development Bank
Energy Efficiency and Conservation Technical Assistance Project	Lao PDR	07/2020–08/2023	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)
Forest Sector Development Project, Mongolia	Mongolia	08/2021–04/2023	Ministry of Environment and Tourism, Mongolia	Asian Development Bank (ADB)
L3694/L3695/G0594/G0595/L8348-MON: Ulaanbaatar Green Affordable Housing and Resilient Urban Renewal Sector Project Implementation and Management Support	Mongolia	06/2020–05/2025	Municipality of Ulaanbaatar (MUB)	Asian Development Bank (ADB)
Third Greater Mekong Subregion Corridor Towns Development Project – Project implementation support consultant	Myanmar	10/2019–09/2025	Ministry of Construction, Department of Urban and Housing Development	Asian Development Bank
Formulation of the Technical Support Cooperation to Education Sector in Nepal (TECSES)–Call Off, Framework Agreement for Programme Planning (FAPP)	Nepal	11/2021–02/2022	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Rural Village Water Resources Management Project in Far and Midwestern Regions in Nepal (RVWRMP), Phase III	Nepal	03/2016–08/2022	Ministry of Federal Affairs and General Administration Nepal / Department of Local Infrastructure Nepal / Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland & Government of Nepal

## ASIA

Project title	Country	Duration	Client	Financier(s)
Capacity Development Support to Governance (CD-SG)	Nepal	11/2019–11/2021	Ministry of Federal Affairs and General Administration Nepal / German Federal Ministry for Economic Cooperation and Development / Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH–GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH–GIZ
TA 9866-PAK: Preparing the Punjab Agriculture Markets Development Project Output 1 Feasibility and Project Design Study	Pakistan	04/2020–04/2022	Punjab Agriculture Department	Asian Development Bank (ADB)
Agriculture Sector Modernization Project – Consultancy Services to Design, Establish, Operate, Manage and Transfer of Agriculture Technology Demonstration Parks to Farmer Producer Organizations	Sri Lanka	10/2019–06/2023	Ministry of Agriculture, Sri Lanka	The World Bank (WB)
Dairy Excellence Training Initiative	Sri Lanka	09/2014–07/2022	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)
Central Asia Hydrometeorology Modernization Project (CAHMP)–Additional Financing, Component C	Tajikistan	01/2021–07/2022	The Agency for Hydrometeorology of the Republic of Tajikistan	The World Bank/International Development Association (IDA)
Water Resources Management in the Pyanj River Basin Project (Project Implementation Consultant Including Survey and Design)	Tajikistan	07/2019–06/2023	The Agency for Hydrometeorology of the Republic of Tajikistan	Asian Development Bank
Dushanbe District Heating Project – Project implementation support, Engineering design services and contract supervision	Tajikistan	08/2021–07/2024	Dushanbe District Heating Company	European Bank of Reconstruction and Development
Strengthening Project Preparation Capacity in Asia and the Pacific Supporting Preparation of Infrastructure Projects with Private Sector Participation in Asia Pacific (Subproject 4)–#1 TIM: Project Preparation for Dili SWM	Timor Leste	08/2018–03/2022	Asian Development Bank (ADB)	Asian Development Bank (ADB)
Bukhara & Samarkand Sewerage Project: Consulting services for the development of feasibility study, detailed design and bidding documentation for 2 construction Lots under the project: Improvement of water supply in Syrdarya, Gulistan and Sayhunabad districts of Syrdarya region	Uzbekistan	08/2020–04/2021	“Kommunkhizmat” Agency of Uzbekistan until 12/2020, M/s JSC “UZSUVTAMINOT” of Uzbekistan from 1/21 onwards	The World Bank
IFAD country strategy and programme evaluation (CSPE) in Uzbekistan	Uzbekistan	12/2020–12/2021	International Fund for Agricultural Development – IFAD	International Fund for Agricultural Development – IFAD
TA-9205 VIE: Ho Chi Minh City Wastewater and Drainage System Improvement Project–Feasibility Study Report	Vietnam	03/2018–02/2021	Asian Development Bank	Asian Development Bank
Ex-Post Evaluation of Concessional Credit Scheme Projects: Binh Duong Solid Waste Treatment Plant Project–phase 1 Binh Duong Solid Waste Treatment Plant Project–phase 2 (Call Off)	Vietnam	04/2021–09/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
PIF Vietnam-Pleiku City Wastewater Drainage and Treatment Project (Call Off–Framework Agreement on the Supply of the Provision Assessment, Monitoring and Evaluation of Public Sector Investment Facility (PIF) and Concessional Credit Projects financed by MFA Finland, 2017–2021)	Vietnam	01/2021–06/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Technical Advisory Services on Green Infrastructure Design–Vietnam Scaling up Urban Upgrading Project (SUUP)	Vietnam	01/2019–06/2021	The World Bank (WB)	The World Bank (WB)

## EUROPE

Project title	Country	Duration	Client	Financier(s)
Mid-term Evaluation of the Project "EU Support to Integrated Water Resource Management in Albania" (EUSIWM)	Albania	07/2020–02/2021	Austrian Development Agency	Austrian Development Agency
Strengthening Community Policing in Albania, 2nd Phase, 2017–2022	Albania	01/2017–12/2022	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Mid Term Reviews for Development Cooperation between the Swedish Tax Agency and Tax Administration in Bosnia and Herzegovina and Moldova	Bosnia & Herzegovina, Moldova	05/2020–06/2021	Swedish Tax Agency	Swedish Tax Agency
Evaluation of "Strengthening Associations of Municipalities and Cities in Bosnia and Herzegovina" Project	Bosnia & Herzegovina	05/2021–08/2021	Embassy of Sweden in Sarajevo	Swedish International Development Cooperation Agency (Sida)
Evaluation of freedom of speech in Eastern Europe	Eastern Europe	11/2021–03/2022	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Facilitation Consultancy for Institutional Cooperation Projects and Instrument	Finland	01/2017–12/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Public Sector Investment Facility–Training for the PIF projects	Finland	06/2021	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
EU City Facility–Call for Country Expert	Finland	03/2020–07/2023	Adelphi Research Gemeinnützige GmbH	European Commission
Evaluation of Governance Reform Fund (GRF) phase III implemented by UNDP Georgia	Georgia	05/2021–11/2021	Embassy of Sweden in Tbilisi	Swedish International Development Cooperation Agency (Sida)
Evaluation of Core Support to The Institute for Development of Freedom of Information (IDFI)	Georgia	05/2021–11/2021	Embassy of Sweden in Tbilisi	Swedish International Development Cooperation Agency (Sida)
Development of Forest Maps for the Regional Unit of Evrou	Greece	05/2019–02/2021	National Cadastre & Mapping Agency SA, Greece	European Commission
End of Programme Evaluation of Swedish International Development Cooperation Agency (Sida)'s support to the World Academy of Science (TWAS) 20217–2021	Italy	04/2021–06/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluation of Development Cooperation between the Ministry of Finance Labor and Transfers, Property Department, in Kosovo and the Swedish Tax Agency	Kosovo	016/2021–11/2021	Embassy of Sweden in Prishtina	Swedish International Development Cooperation Agency (Sida)
AEMD Call-off: Kosovo River basin Management Plan	Kosovo	05/2021–09/2022	Embassy of Sweden in Pristina	Swedish International Development Cooperation Agency (Sida)
Consultancy Services for support of project "Strengthening of the Statistical System of Kosovo, 2019–2022"	Kosovo	06/2019–09/2022	Embassy of Sweden Kosovo	Swedish International Development Cooperation Agency (Sida)
Final Evaluation of the Framework Agreement regarding direct grant support and consultancy to the Agency for Gender Equality	Kosovo	11/2020–01/2021	Embassy of Sweden in Pristina	Swedish International Development Cooperation Agency (Sida)
Evaluation of Support to the European Humanities University	Lithuania	11/2020–03/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Technical Assistance Support to the Public Administration Reform Process in Moldova	Moldova	09/2018–03/2021	European Commission	European Commission
Civil Society Support Facility Civica Mobilitas 2.0	North-Macedonia	10/2014–12/2022	Swiss Agency for Development and Cooperation	Swiss Agency for Development and Cooperation
Evaluation of the Swedish Intellectual Property office (PRV) International Training Programme (ITP) on Intellectual Property for Development (2015–2022)	Sweden	09/2021–02/2022	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)



## EUROPE

Project title	Country	Duration	Client	Financier(s)
Development of a user-friendly M&E framework for effective monitoring and evaluation of Swedish International Development Cooperation Agency (Sida)'s new Action Plan for preventing and mitigating corruption 2020–2023	Sweden	06/2021–12/2022	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluation of MADRE's Action Plan for Enhancing Gender Rights in Crisis	Sweden	08/2021–12/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Input to the Evaluation at Swedish International Development Cooperation Agency (Sida) Annual Report 2020 regarding decentralized evaluations	Sweden	05/2021–06/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Mid-term evaluation of the Swedish Partnership Programme (ForumCiv)	Sweden	03/2021–05/2021	Forum Civ	Forum Civ
Swedish International Development Cooperation Agency (Sida) Democracy and Human Rights FWC- Call off Organisational Assessment Islamic Relief	Sweden	04/2021–02/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluation of the SIANI program (phase 3)	Sweden	01/2021–12/2021	Stockholm Environment Institute	Stockholm Environment Institute
Evaluation of the implementation of the Strategy for information- and communication operations, including through organisations within civil society during the period 2016–2022	Sweden	06/2020–03/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluation of the Strategy for support via Swedish civil society organisations 2016–2022	Sweden	10/2020–03/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Technical Assistance for Eskişehir Design and Innovation Centre (EDIC)	Turkey	06/2020–12/2022	EU Delegation to Turkey	European Commission
Thematic Evaluation of EU Support to PAR and PFM under IPA I and IPA II 2004–2020 Programming Years in Turkey	Turkey	01/2021–02/2022	EU Delegation to Turkey	European Commission
Evaluation of Environment Programmes	Turkey	01/2021–09/2021	EU Delegation to Turkey	European Commission
Intercultural Dialogue Yunus Emre Institute	Turkey	01/2019–01/2021	Central Finance and Contract Unit	Europeaid
Training on results-based management and M&E for Turkish civil society partners	Turkey	06/2019–03/2022	Embassy of Sweden in Ankara	Swedish International Development Cooperation Agency (Sida)
Support to the preparation of the EUROPEAN INVESTMENT BANK's Ukraine Public sector digital transformation programme loan	Ukraine	03/2020–02/2021	EU Delegation to Ukraine	European Commission
Finland's Support to the Ukrainian School Reform	Ukraine	07/2018–07/2022	Ministry of Education and Science, Ukraine / Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
Evaluation of the Sweden's Support Programme to Ukraine's Civil Society	Ukraine	09/2021–01/2022	Embassy of Sweden in Kiev	Swedish International Development Cooperation Agency (Sida)
Civil Society Ukraine, Lot 3, phase 1	Ukraine	02/2020–04/2021	EU Delegation to Ukraine	Europeaid
Monitoring of U-LEAD with Europe's Support to Improved Administrative Service Delivery	Ukraine	06/2019–10/2021	Embassy of Sweden Kiev	Swedish International Development Cooperation Agency (Sida)
Support to Ukraine's 2016–2020 Public Administration Reform Strategy	Ukraine	03/2018–03/2022	Europeaid	Europeaid

## LATIN AMERICA &amp; THE CARIBBEAN, AND PACIFIC OCEAN ISLANDS

Project title	Country	Duration	Client	Financier(s)
SPP Inception Programme 2 Latin America	Bolivia, Colombia, Guatemala	09/2021–02/2022	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Technical Assistance to the Support Programme to Reform the Public Administration and Public Service Quality in Dominican Republic	Dominican Republic	01/2017–04/2021	European Commission	European Commission
Hydroponic Farm Technical Expert	Fiji	10/2021–02/2022	International Finance Corporation (IFC)	International Finance Corporation (IFC)
Ebeye Coastal Protection Engineering Design and Construction Supervision – Provision of Safeguard Services	Marshall Islands	10/2020–10/2023	Ministry of Works, Infrastructure, and Utilities, Marshall Islands	The World Bank (WB)
Enhancing climate change resilience for vulnerable islands in the Federated States of Micronesia	Federated States of Micronesia	05/2021–09/2021	Secretariat of the Pacific Regional Environment Programme (SPREP)	Adaptation Fund
Critical Utilities Reform – Project Management Services	Kiribati	12/2020–03/2024	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)
Kiribati – Addendum to Sanitation Roadmap (Services), Contract Number: MISE/NZMFAT/CS-001	Kiribati	04/2020–09/2021	New Zealand Ministry of Foreign Affairs and Trade	New Zealand Ministry of Foreign Affairs and Trade
South Tarawa Water Supply Project – Project Design Advance	Kiribati	10/2018–08/2022	Ministry of Finance and Economic Development of Kiribati	Asian Development Bank (ADB)
Proposed South Tarawa Sanitation Project – Project Management Unit	Kiribati	11/2021–04/2022	Ministry of Finance and Economic Development of Kiribati	World Bank (WB)
South Tarawa Water Supply Project – Project Implementation Assistance	Kiribati	03/2021–03/2025	Ministry of Finance and Economic Development of Kiribati	Asian Development Bank (ADB)
Effective Coastal Fisheries Management and Sustainable Pacific Aquaculture Development Project – End of Project Review	Regional, Pacific Islands	10/2021–02/2022	The Pacific Community (SPC)	Ministry of Foreign Affairs and Trade, New Zealand (MFAT)
Pacific Value Chain Analysis	Regional, Pacific Islands	11/2021–08/2022	The World Bank (WB)	The World Bank (WB)
Solomon Islands Road and Aviation Project	Solomon Islands	04/2020–03/2021	Ministry of Infrastructure Development, Solomon Islands	The World Bank (WB)
Improving Food and Nutrition Security of Households through Strengthened Livestock Production Systems in Tuvalu and Kiribati	Tuvalu and Kiribati	09/2021–10/2021	The Pacific Community (SPC)	The Pacific Community (SPC)
Maritime Infrastructure in Climate Resilient Operations–Environmental and Social Impact Assessment and Management Plans Update	Tuvalu	12/2019–3/2021	Ministry of Communications and Transport (MCT), Tuvalu	The World Bank (WB)
Climate Information Services for Resilient Development in Vanuatu–Mid-term Review	Vanuatu	05/2021–09/2021	Secretariat of the Pacific Regional Environment Programme (SPREP)	Green Climate Fund (GCF)

## UNITED STATES OF AMERICA

Project title	Country	Duration	Client	Financier(s)
Partner Review of Mongabay	USA	10/2021–01/2022	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad

## GLOBAL

Project title	Country	Duration	Client	Financier(s)
EUROPEAN INVESTMENT BANK Framework – Consultancy Services for the Environmental, Climate and Social Sectors, Lot 1	Global	12/2018–12/2022	European Investment Bank	European Investment Bank
Framework Agreement for Programme Planning, FAPP	Global	09/2021–09/2025	Ministry for Foreign Affairs, Finland	Ministry for Foreign Affairs, Finland
TA-6612 REG: COVID-19 Infection Prevention and Control through an Integrated Water, Sanitation, Hygiene, and Health Approach	Global	01/2021–12/2022	Asian Development Bank	Asian Development Bank
Innovation in Education Sector Development in Asia and the Pacific – Teacher Quality Analysis (50361-001)	Finland, Singapore, Sri Lanka, Uzbekistan	05/2021–02/2022	Asian Development Bank	Asian Development Bank
EU SIEA Framework–Lot 1 Sustainable Management of Natural Resources and Resilience	Global	05/2018–05/2023	European Commission	European Commission
Vocational Education Demand Analysis	Multi/Bulgaria	02/2020–02/2021	EUROPEAN INVESTMENT BANK Bulgaria	European Investment Bank
Framework Agreement for Organisational Reviews of Civil Society Organisations	Global	06/2017–06/2021	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad
Norwegian Agency for Development Cooperation – Norad Framework Agreement for Reviews of Civil Society Organisations 2021–2024	Global	2021–2024	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad
Review of research initiatives CGIAR	Global	11/2021–12/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Swedish International Development Cooperation Agency (Sida) Framework Agreement for Evaluation Services	Global	09/2019–08/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Mid-term Review of “The Government’s action plan on sustainable food systems in the context of Norwegian foreign- and development policy”	Global	06/2021–11/2021	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad
Framework Agreement on Agriculture, Employment and Market Development	Global	04/2020–02/2023	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
AEMD call-off: Comprehensive analysis of the productive use of renewable energy	Global	06/2021–10/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)

## GLOBAL

Project title	Country	Duration	Client	Financier(s)
Combating Modern Slavery through Civil Society Call for Proposal for the period 2020/2021–2023: Organisational Assessment of Applicants	Global	01/2021–02/2021	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad
Framework – Democratic Governance and Human Rights	Global	03/2019–03/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
AEMD Call-off: Portfolio review Swedish Global Sustainable Economic Development Strategy	Global	06/2021–10/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Partner Assessment of the Global Centre on Adaptation (GCA)	Global	05/2021–08/2021	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad
Swedish International Development Cooperation Agency (Sida) Helpdesk Democracy and Human rights	Global	10/2019–09/2022	Swedish International Development Cooperation Agency (Sida)	
Evaluation of Sweden's application of internationally agreed principles for engagement in fragile states	Global	07/2020–09/2021	Expert Group for Aid Studies	Expert Group for Aid Studies
Framework Agreement for Global Capacity Development programme on Sustainable Public Procurement	Global	04/2021–04/2025	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluation of the Strengthening Human Rights and Peace Research and Education in ASEAN/Southeast Asia (SHAPE-SEA) programme	Global	08/2020–01/2021	Embassy of Sweden in Bangkok	Swedish International Development Cooperation Agency (Sida)
Evaluation of Women's International League for Peace and Freedom (WILPF), core support 2017–2021	Global	03/2021–09/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Consultancy services for development programs concerning REDD+ and green economy	Global	01/2021–01/2023	Norwegian Agency for Development Cooperation – Norad	Norwegian Agency for Development Cooperation – Norad
Evaluation of core support to the International Legal Assistance Consortium (ILAC)	Global	10/2020–04/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluability study of Swedish International Development Cooperation Agency (Sida)'s approach to democratization in different contexts	Global	06/2020–06/2021	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)
Evaluation of the implementation of the Strategy for capacity Development, partnership and methods that support the 2030 Agenda for Sustainable Development	Global	07/2020–06/2022	Swedish International Development Cooperation Agency (Sida)	Swedish International Development Cooperation Agency (Sida)

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